

Thursday, May 13, 2004

Milt Mail #2

A number of people have raised good questions about how to accomplish various tasks or get approvals in the areas under the Chief Operating Officer now that we have rolled out OneSC. In the longer term, SC will have a standards-based management system available electronically to all of SC that will capture our reengineered processes. That will provide consistent guidance for most tasks.

In the meantime, I want to give you some broad expectations in topical areas and share specific concerns or observations with you for your feedback. This, in no way, can substitute for a well conceived management system that is documented, reliably communicated, and actually used by our people. But without good two-way communication at our level, all the management systems and web sites we do won't give us the integrated and effective organization we want.

So, here is the first in what will probably be a number of *Milt Mails* that will communicate expectations, provide general guidance, and, hopefully, keep the lines of communications open.

Head of Contracting Activity Actions

- The general expectation is that any transaction that is submitted to me as HCA will be prepared and staffed to the same high standard that was previously used.
- An action that originates in Oak Ridge or Chicago should follow local procedures for preparation and staff review.
- An action that originates at a Laboratory Site Office, will be signed by the Site Manager as ACO and will also be signed off by the cognizant Level 3 Contracting Officer and a representative of the Chief Counsel who is providing legal support to the site office.
- There will be particular transactions that, because of the substance, will require review by other specialists who may reside at either CH or OR.
 - Site managers are expected to obtain those reviews from the servicing member of the ISC.
 - The appropriate ISC subject matter expert will assist you in this regard.

- John Alleva is currently serving on detail as my Senior Acquisition Advisor and will facilitate submitting actions to me.
 - John is available to work with any of you as necessary.

Travel Authorizations

- Because site managers now report directly to the COO, the question has been asked about who approves their travel given the impracticality of submitting them to me.
- The site managers must report their travel in their weekly reports and, with that understanding, it is acceptable to me that site managers approve their own travel. If *Travel Manager* requires a second signature that duty can be assigned to the deputy site manager or the next most senior member of the site office staff, as appropriate.
- In any case site managers are required to maintain budget discipline with regard to travel allocations for their offices.

Position Management/HR Services

- The general guidance is that we will stand up the realigned OneSC structure without changing the basic profile of the constituent organizations except in particular cases such as the reporting relationship of the site managers or changes in personnel placement because roles and responsibilities were shifted from one organization to another.
- Eventually SC will issue program direction budgets and FTE guidance to all offices for accountability purposes but in the meantime we expect you to transition to OneSC with minimal adjustments from your pre-OneSC profile except as specifically approved. There is limited flexibility in the current and projected program direction budget.
- Obviously OPM and DOE regulations and policies must be strictly followed. In addition, until OneSC operating guidelines are issued, the CH and OR Managers will continue to develop and maintain local operating policies and guidelines which will be used to service their own organizations and the site offices they support under the Integrated Service Plan.
- In cases where the site manager disagrees with a local policy or the implementation of that local policy, the Deputy COO will make the final decision on how to proceed.

Additional suggestions on topics for this series would be appreciated along with any other feedback. By the way, for those that don't recall, *Milt Mail #1* was issue March 2, 2004 following the inaugural Management Council meeting.

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Chief Operating Officer

Ed Cumesty
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